

PRODUCT SYLLABUS
(1 Month)

GOALS (i.e., ideas, insights, appreciations students should have on completion of this quarter of the curriculum)

1. Policy-Making Process

- Roles of NSC, State, DoD, etc.
- Mechanisms
- Realities (i.e., policy-making inside & outside established mechanisms)

2. Consumers - and how their needs differ

* Consumers

- Policy-maker
 - o President
 - o NSC
 - o Cabinet Officer
- Senior Military Commander
- Senior Staff
- Regional analyst/desk officer

3. Relationship of Intelligence and Policy

- Historical trends/changes
- Ethical considerations

4. Products

- Kinds
 - o Raw and finished intelligence
 - current
 - estimative
 - policy support
 - o CA
 - o CI
- Criteria for success
- Ethical considerations

PROPOSED TIME ALLOCATION: 1 Month

	Day 1	2	3	4	5
Wk 1	Policy-making Process				
2	2 Case Studies/day				
3	Consumers				
4	2 Case Studies/day				
5	Relationship of Intelligence & Policy				
6	2 Case Studies/day				
7	Products				
8	2 Case Studies/day				

1st 2 weeks of course
at STAT

TYPICAL DAY:

0800-0900 Study Time (Individual & group final case preparation time)
 0900-1015 Case 1 Class/Seminar
 1030-1145 Case 2 Class/Seminar
 1200-1300 Lunch
 1300-1700 Study Time (Individual & group case preparation & reading for next day)
Wednesdays (for break in pace)
 0800-0915 Case 1 Class/Seminar
 0930-1045 Case 2 Class/Seminar
 Remainder of day Study Time

Required Reading: Two case assignments for discussion daily; plus approximately 1000 pages of reading assigned weekly to support the principles brought out in the cases.

COLLECTION SYLLABUS
(1 Month)

GOALS1. Collection Techniques/Disciplines (HUMINT; SIGINT; PHOTINT)

- * Strengths/weaknesses
- * Credibility/reliability
- * Quality of results
- * Relationships/complimentarity
- * Research & development

2. Fundamentals of physical sciences that relate to collection systems (e.g., orbital mechanics, photo resolution factors, weather prediction, propagation theory, S/N theory, signal characteristics, remote sensing, etc.) STAT3. Ethical & legal issues

- * Authorities/Guidelines
- * Ethical considerations (grey areas not dealt with specifically in statutes/E.O.'s)

STAT

4. Process of Collection

- * Programming & orchestrating IC assets (problems/issues)
- * Interrelationship of collection and analysis
- * Judging adequacy of collection effort

PROPOSED TIME ALLOCATION: 1 Month

	Day 1	2	3	4	5
Wk 1	Kinds of HUMINT 2 lctrs 2 seminars	Collection SIGINT 2 lctrs 2 seminars	PHOTINT 2 lctrs 2 seminars	R&D 2 lctrs 2 seminars	INTER RELATIONSHIPS 2 seminars
2	Fundamentals	2 lectures & 2 Seminars/day			
3	Ethical/legal issues	2 cases/day			
4	Process	2 cases/day			

TYPICAL DAY:Weeks 1 & 2

- * 0800-1000 Lecture/Q&A/Discussion (Wk 1/Day 5: Study)
- 1000-1200 Lecture/Q&A/Discussion (Wk 1/Day 5: Seminar)
- 1200-1300 Lunch
- 1300-1500 Seminar
- 1530-1700 Seminar (Wk 1/Day 5: Study)

Weeks 3 & 4

- 0800-0900 Study Time (Individual & group final case preparation time)
- 0900-1015 Case 1 Class/Seminar
- 1030-1145 Case 2 Class/Seminar
- 1200-1300 Lunch
- 1300-1700 Study Time (Individual & group case preparation & reading for next day)

Required Reading:

Weeks 1 & 2 - Explanatory readings as necessary to support days topics. Here simplified reading should be prepared to permit non-technically educated students to grasp the essentials/fundamentals of these tech areas.

Weeks 3 & 4 - In addition to daily case assignments, approximately 1000 pages of readings assigned weekly to support the principles brought in the cases.

ANALYSIS SYLLABUS
(1 Month)

GOALS1. Fundamentals of the main analytic disciplines (traditional techniques/methodologies)

- Kinds

- o Military
- o Economic
- o Political
- o S&T
- o Probability/Quantitative Analysis

STAT

- Strengths/weaknesses/capabilities in:

- o Understanding the past
- o Relating the past to the present or future
- o Predicting the future

2. New techniques/novel applications/multi-disciplinary

PROPOSED TIME ALLOCATION: 1 Month

	Day 1	2	3	4	5
Wk 1	Fundamentals	2 cases/day			
2	Fundamentals	2 cases/day			
3	New Techniques/Applications	2 cases/day			
4	New Techniques/Applications	2 cases/day			

Typical Day

0800-0900 Study time (Individual & group final case)
 0900-1015 Case 1 Class/seminar
 1030-1145 Case 2 Class/seminar
 1200-1300 Lunch
 1300-1700 Study time (Individual & group case preparation & reading for next day)

Wednesdays (for break in pace)

0900-0915 Case 1 Class/seminar
 0930-1045 Case 2 Class/seminar

Remainder of Day - Study time

Required Reading: Two case assignments for discussion daily; plus approximately 1000 pages of reading weekly in support of principles brought out in the cases.

GOALS

1. Managing Money

- * From perspective of
 - Case officer & overseas station
 - Branch and Division
 - Agency
 - IC
- * Special issues/problems related to contracting (analysis, S&T, etc.)

2. Managing People

- * Precepts of leadership
 - Personal vs institutional ethics
 - Incentives
 - Example
 - Loyalty
- * Supervision; responsibilities/techniques/problems
 - Challenge/motivation
 - Communications
 - Evaluation
 - Promotion
- * Recruiting/process

3. Managing Work; Planning

- * Resource planning
- * Decision analysis techniques
- * Goals/objectives/long-range planning

4. Managing Oversight

- * Internal: procedures/institution/responsibilities
- * External: role of Executive and Legislative Branches

5. Macro-management Exercise

As the final segment of the professional intelligence officer course, a case study exercise should require each student to synthesize and use what has been learned. The case study will be done by seminar groups, with the results shared with the entire class.

STAT

PROPOSED TIME ALLOCATION: 1 Month

	Day 1	2	3	4	5
Wk 1	Money Management	2 cases/day →		People Mgmt	→
2		2 cases/day →		Work Mgmt	→
3		2 cases/day →		Oversight	→
4	Macromanagement Exercise (Class Prep & Explanation)	Study/Preps Time		Presentation	

Typical Day Weeks 1, 2, and 3

0800-0900 Study Time
 0900-1015 Case 1 Class/Seminar
 1030-1145 Case 2 Class/Seminar
 1200-1300 Lunch
 1300-1700 Study Time
 Wednesday (for break in pace)

Week 4

Monday - Class explanation of problem & begin preparation of solution
 Tues & Wed AM - Preparation of solution
 Wed PM, Thurs & Fri - Class preparation, discussion of solution and critique

0800-0915 Case 1 Class/Seminar
 0930-1045 Case 2 Class/Seminar
 Remainder of Day Study Time

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Analysis

1. Economics

theory - GNP, inflation

2. Political

3. Military

Existing Studies

4. S+T

energy
nuclear cycle.